



**KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
DEPARTMENT OF BUSINESS ADMINISTRATION**

UNIT CODE: DHR 1104

UNIT TITLE: THEORY AND PRACTICE OF MANAGEMENT

EXAM TYPE: MAIN EXAM:

TIME: 2 HOURS

**INSTRUCTIONS TO CANDIDATES: ANSWER QUESTION ONE (COMPULSORY)
AND ANY OTHER TWO QUESTIONS.**

QUESTION ONE: (30 MARKS)

- a) State six management principles as guided by Henri Fayol (6 marks)
- b) Management is a distinct factor in organizations, highlight five characteristics of management that makes it unique (5 marks)
- c) Outline five ways in which the political environment of a country influences how management conducts its functions in an organization (5 marks)
- d) Planning is a key function that supports the work of managers in an organization. Identify four reasons why managers need to plan (4 marks)
- e) Outline four reasons supporting power decentralization in organizations (4 marks)
- f) Management needs to ensure the staff in their organizations are empowered, explain six benefits management will enjoy when their staff are empowered through training (6 marks)

QUESTION TWO (20 MARKS)

- a) Explain five benefits that an organization might benefit from applying the management by objectives approach (10 mark)
- b) Discuss five factors that need to be taken into consideration when deciding on the number of employees under one supervisor (10 marks)

QUESTION THREE (20 MARKS)

- a) Discuss four factors that might make an employee reluctant to take up roles delegated to them by their supervisor in an organization (8 marks)
- b) The level of staff's motivation is equivalent to the quality of work output. Bearing that in mind, describe three ways through which management can ensure the staff are well motivated (6 marks)
- c) Expound on the benefits an organization will derive from matching employee skills with the job specifications (6 marks)

QUESTION FOUR (20 MARKS)

- a) As part of the human resource team in Safaricom Limited, examine reasons why you would consider filling vacant job positions from internal sources (10 marks)
- b) Assess five circumstances under which a manager may find it necessary to use the transformational style of leadership (10 marks)

QUESTION FIVE (20 MARKS)

- a) Management of Green steel Limited reviews all the organization's budgets after six months. Explain three benefits that the organization gets from the constant budgetary control and review (6 marks)
- b) Management hierarchy categorizes management into three levels one of which being the top-level management. Describe three roles of top management in an organization (8 marks)
- c) There are many schools of thought that guide the management process in organizations. Illustrate at least three management approaches (6 marks)